

APPROACH 5 : PRACTICE-ORIENTED LEADERSHIP TOOLKIT

Theme: *How leaders and managers operationalise EI and CQ in multicultural environments..*

Slide 1 – Leadership Challenge in Practice

Purpose: Anchor theory in reality.

Content:

- Challenge: leading diverse, collaborative teams
 - Link to Heard's horizontal leadership philosophy
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Slide 2 – Leadership Styles as Tools

Purpose: Reframe leadership styles as choices.

Content:

- Autocratic → control tool
- Democratic → engagement tool
- Transformational → motivation tool
- Servant → inclusion tool

Critical note:

- No “one best” style
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Slide 3 – Management Theory Alignment

Purpose: Show leadership–management integration.

Content:

- Fayol: equity, esprit de corps
 - Theory X/Y/Z and their leadership implications
 - Which assumptions enable EI and CQ?
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Slide 4 – Emotional Intelligence Toolkit

Purpose: Translate EI into practice.

Content:

- EI components → leadership behaviours:
 - Self-awareness → reflective leadership
 - Empathy → active listening
 - Supported leadership styles:
 - Democratic
 - Servant
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Slide 5 – Cultural Intelligence Toolkit

Purpose: Translate CQ into practice.

Content:

- CQ components → leadership behaviours:
 - Metacognitive → reflection
 - Behavioural → adaptive communication
 - Supported leadership styles:
 - Transformational
 - Participative
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Slide 6 – Autocratic vs Participative Leadership in Multicultural Teams

Purpose: Explicit comparison.

Content:

- Autocratic:
 - Efficient but suppresses voice
- Participative:
 - Enhances inclusion but slower

Critical judgement:

- Context matters (e.g. crisis vs collaboration)
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Slide 7 – Business Examples: EI in Action

Purpose: Evidence-based application.

Content:

- Google:
 - Psychological safety
 - EI-driven leadership norms
 - Microsoft:
 - Empathy as leadership signal
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Slide 8 – Business Examples: CQ in Action

Purpose: Cultural application.

Content:

- Starbucks:
 - Cultural competence training
 - Airbnb:
 - Cross-cultural inclusion governance
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Slide 9 – Implementing EI and CQ Strategically

Purpose: Strategy design.

Content:

- Recruitment for values
 - Leadership development
 - Inclusive systems and processes
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Slide 10 – Measuring Effectiveness

Purpose: Evaluation.

Content:

- Leading indicators:
 - Engagement
 - Psychological safety
 - Lagging indicators:
 - Retention
 - Conflict incidents
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Slide 11 – Risks and Limitations

Purpose: Critical depth.

Content:

- Superficial training
 - Cultural stereotyping
 - Emotional exhaustion
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Slide 12 – Conclusion

Purpose: Synthesis.

Content:

- EI and CQ as leadership capabilities
 - Need for integration with management systems
 - Final link to Edith Heard
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Slide 13 – References